

SHEAFFER TIMES

IN CONGRESS, July 4, 1776
The unanimous Declaration of the thirteen united States of America

When in the course of human events, it becomes necessary for one people to dissolve the political bands which have connected them with another, and to assume among the powers of the earth, the separate and equal station to which the laws of nature and of nature's God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation.

SUMMER
1976

MERGER

EXCERPTS OF A SPEECH BY BURTON S. MASSIE, CHAIRMAN OF SHEAFFER EATON

"The names of Sheaffer and Eaton are well known in domestic consumer markets and provide a strong base of consumer acceptance to build upon.

Sheaffer and Eaton combined doubles the size of the Division and will be a stronger unit in the trade.

The integration of Sheaffer and Eaton will strengthen the financial capabilities of serving and taking advantage of the opportunities in the marketplace. As separate divisions neither could support the market and product research necessary to develop and sustain vigorous, dynamic growth. Our companies need, and must have, an active awareness of what is happening in the markets — we must develop our capability to identify voids and anticipate needs generated by changing life styles — and, equally important, the association of these companies will strengthen our capability to satisfy those voids and needs with timeliness and with innovative and quality product.

EDITOR'S BOX

Sheaffer Times is published quarterly by the Communications Department of the Sheaffer Operation of Sheaffer Eaton Division of Textron, Inc.

Editors:

R. K. Baker
M. S. Podeyn
K. T. Butler

and the more than 1500 of our friends at Sheaffer Eaton

We view the merger of the companies and people as a vehicle to do much better what each of us is trying to do now — to develop a market thrust which will assure continued profitable growth.

Because Sheaffer-Eaton will be substantially larger, we will have created a new, stronger image of our Division among our customers and those whom we want as customers.

By building on the strengths of the two companies, not only will the Division prosper and become a major force in both markets, but each of you, as individuals, will share in the financial rewards and personal goal opportunities created through the joining of these companies.

The transition for achieving an effective operation will take time. And there will be many rough spots — And there will be mistakes — Your patience will be tried.

But, we want to assure you: — We believe and are committed to making this Division a national and international power, highly respected for its integrity of product and people.

We need you to do this job. We need your patience and understanding. We want your suggestions of how we might do things better — For you and for our customers.

And for these things — If you want — If you are willing to try — and if you earn — your future will be brighter than it has ever been."

PLACES

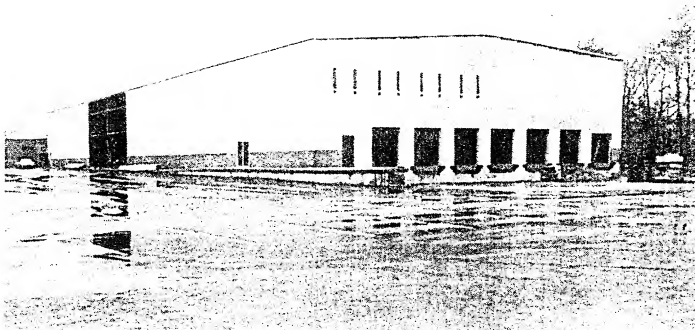


EATON OPERATION, Pittsfield, Massachusetts

Pittsfield, a town of 56,000, is located in the Western part of Massachusetts near the New York state line.

It is within an hour's drive of Albany, New York and two hours of Boston. The Eaton Operation employs 670 people and is the new headquarters for the Sheaffer Eaton Division.

Manufactured in Pittsfield are Eaton's fine products consisting of social stationery, Berkshire typewriter supplies, custom stationery, invitations and quality jigsaw puzzles.



CAMP OPERATION, Baltimore, Maryland

Baltimore is a city of more than one million people, situated on Chesapeake Bay and is less than an hour's drive from Washington, D. C.

The Camp Operation employs 210 people and manufactures items such as stationery, portfolios, tablets, notebooks and other school supplies.

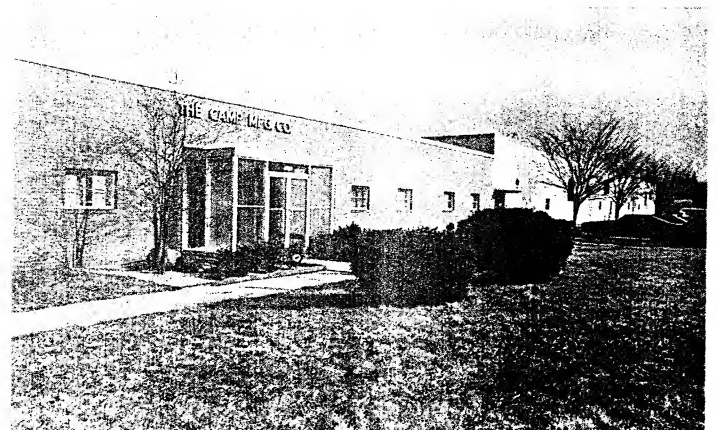
SHEAFFER OPERATION, Fort Madison, Iowa

Fort Madison, a community of 14,000, is located on the Mississippi River in the Southeast corner of Iowa. It is approximately 180 miles north of St. Louis and 240 miles southwest of Chicago. The Sheaffer Operation employs 1500 people in its three plants, all within a five minute drive from each other. Manufactured here are Sheaffer's writing instruments and accessories for the foreign and domestic markets.

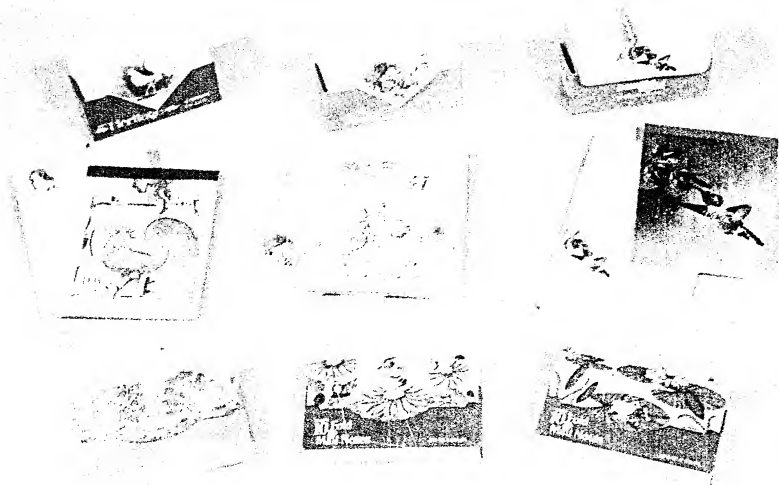


DUO TANG OPERATION, Paw Paw, Michigan

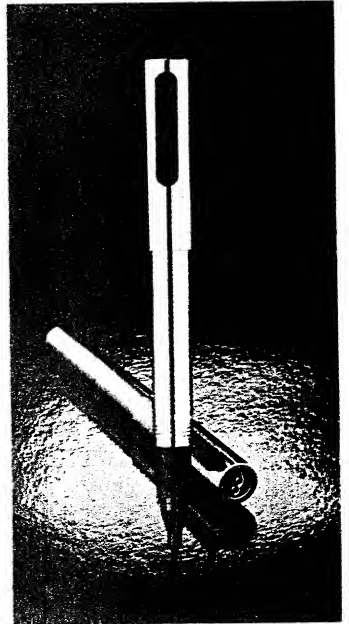
Paw Paw is a town of 3,000 and is situated in the Western part of Michigan, within a half hour drive of Kalamazoo. The Duo Tang Operation employs 250 people and is famous for portfolios, report folders and filing folders.



PRODUCTS



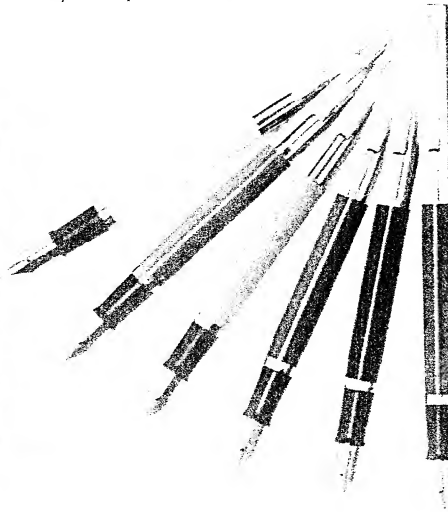
CAMP PRODUCTS — *"Put your thoughts into writing, use the lovely Camp stationery and envelopes by Eaton."*



2002 — *"Sheaffer presents the sleek 2002, an elegant chrome design with a smart black clip."*



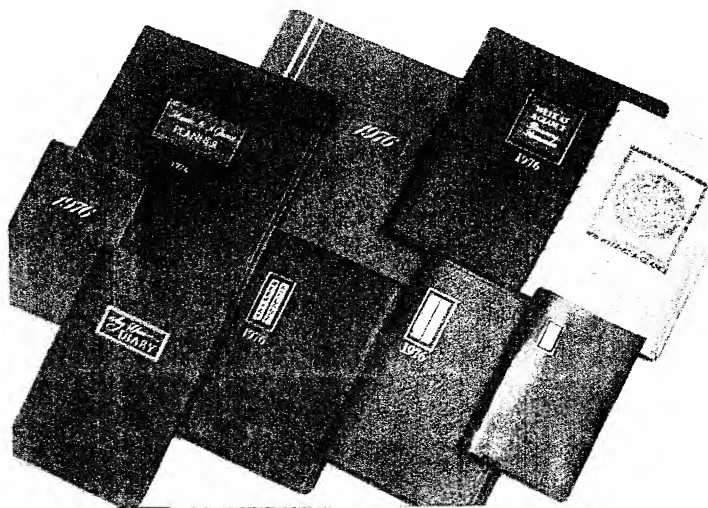
TYPEWRITER PAPER — *"Eaton Products Typewriter Paper is a quality paper to rely upon."*



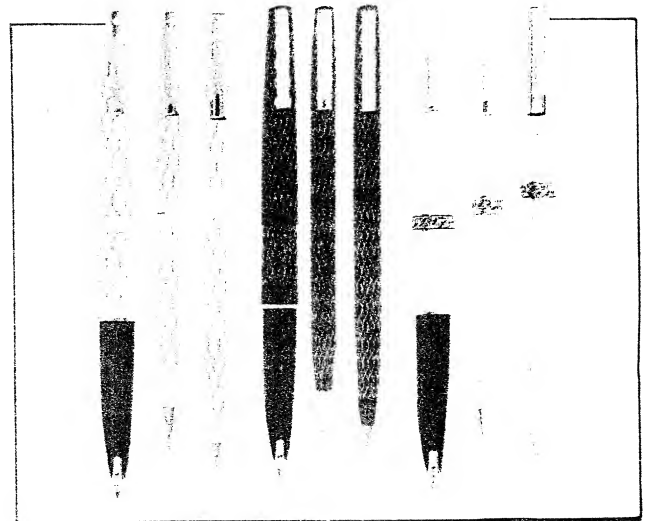
PEOPLE'S PEN — *"Sheaffer's People's Cartridge Pen is a 'back to school bellringer'."*



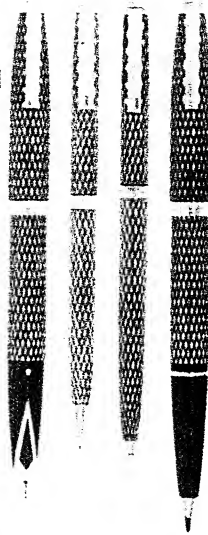
PUZZLES — *"Eaton's assorted puzzles will provide enjoyment for any lazy afternoon."*



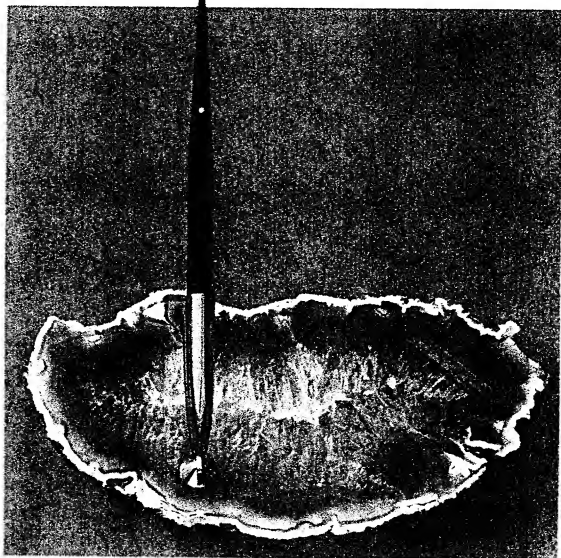
AT-A-GLANCE — *"Regardless of price, there is nothing finer obtainable than the At-A-Glance appointment books."*



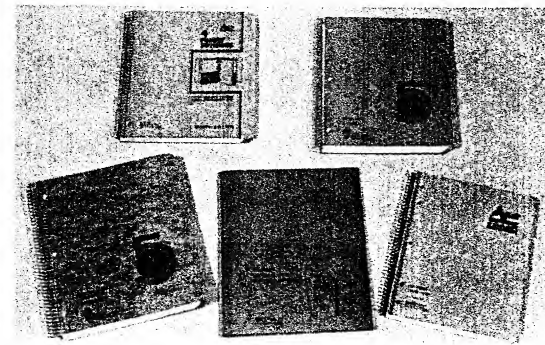
LADY SHEAFFER — *"The graceful Lady Sheaffer is beauty at its best."*



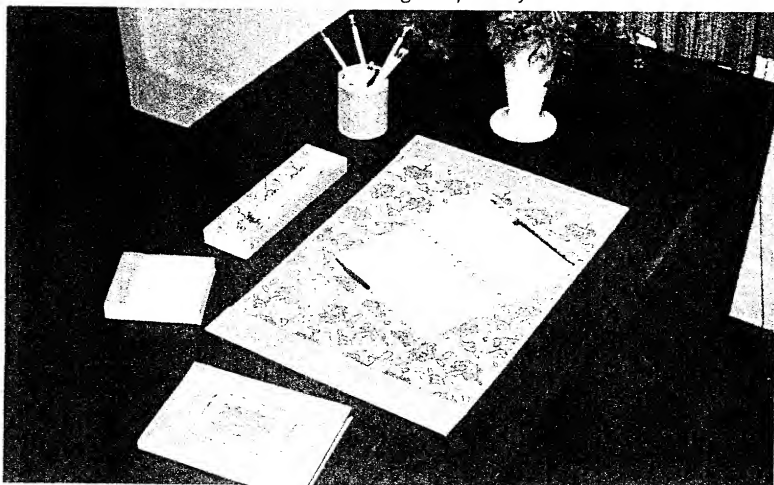
IMPERIAL SOVEREIGN —
*"Sheaffer's Imperial
 Sovereign is the perfect
 gift for the someone who
 has practically everything."*



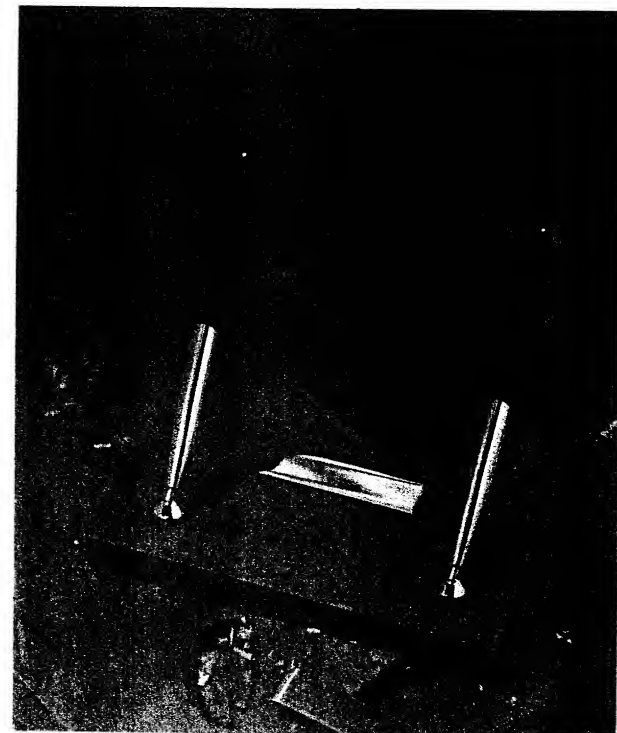
AGATE BASE — *"Sheaffer offers to you the
 mysteries of agate, revealed through lapidary art."*



CAMP TABLETS — *"The easiest way to beat
 the paper shuffling habit is to use Camp
 spiral tablets by Eaton."*

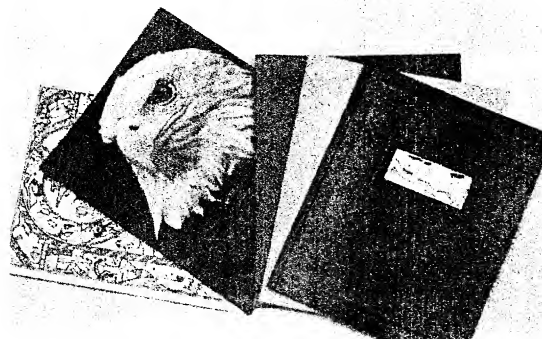


DESK SET — *"Brighten up your work day with colorful
 Eaton Products Desk Sets."*



RUBBED WALNUT BASE — *"Sheaffer's Rubbed
 Walnut Base is sculptured to reveal
 the natural beauty of walnut."*

Sheaffer gives you a beautiful choice of pens for imprinting!



DUO TANG — *A Duo-Tang report cover
 adds a handsome and professional look
 to any finished project."*

SHEAFFER AD SPECIALTY PRODUCTS — *"Sheaffer
 provides a wide, beautiful selection of ad specialty pens
 to fit any program, any budget."*

FACES



BURTON S. MASSIE
Chairman

Mr. Massie comes to the Sheaffer Eaton Division, after serving since 1973 as the President of Eaton Paper, Division of Textron, Inc. Before joining Eaton, Mr. Massie was President of Fanner, another Textron Division, for more than four years. Mr. Massie holds a Bachelors' and Masters' Degree from Ohio University.



LOUIS S. BISHOP
President and Chief Operating Officer

Mr. Bishop joins Sheaffer Eaton, after serving as President of Sheaffer Pen since 1971. Before coming with Sheaffer, Mr. Bishop was President of the Electronic Research Company in Overland Park, Kansas, an organization he started in 1958 and which was subsequently purchased by Textron. Mr. Bishop holds a Bachelor's from Iowa Wesleyan College.



C. DAVID ROBERSON
Vice President and Controller

Mr. Roberson has served as Controller of Sheaffer Pen since 1972 and was a key figure in the development of Sheaffer's Five Year Plan. Mr. Roberson was the Controller for the Electronic Research Company, a Textron Division, in Overland Park, Kansas. Mr. Roberson holds a degree in Accounting from the University of Kansas.



JOHN C. LINN
Director of Human Resources

Mr. Linn started with the Sheaffer Operation in 1975 serving as the Industrial Relations Manager. Before coming with Sheaffer and Textron, he was the Industrial Relations Director in several major industries. Mr. Linn holds a Bachelors' from Ohio Wesleyan and has done graduate work at the University of Colorado.



RICHARD P. CANELLA
Vice President Operations—Sheaffer

Mr. Canella comes to the Sheaffer Eaton Division, after a lifetime career with the Sheaffer Pen Company. Mr. Canella has served as Controller, Treasurer and was the Vice President of Administration for Sheaffer at the time of the merger. Mr. Canella holds a Bachelors' from the University of Iowa.

ROBERT K. AGAR
*Vice President Operations—
Pittsfield*

Mr. Agar joins the Sheaffer Eaton family, after serving more than twenty years with Eaton Paper. Mr. Agar has served as General Supervisor and Vice President of Manufacturing. Mr. Agar has an engineering degree from Tufts University and an MBA from Columbia University.



LEOPOLD S. MICHEL
*President and General
Manager—Camp*

Mr. Michel brings to the Sheaffer Eaton Division, the best possible knowledge of the Camp Operation. Mr. Michel started Camp in 1936 and has served as its President since that time. Mr. Michel has done a great deal of scholastic work at Johns Hopkins University and the Wharton School of Finance.



WILLIAM G. STAUBACH
*Vice President Marketing—
Domestic*

Mr. Staubach has been with Eaton Paper from 1974 to the present serving as the Vice President of Marketing. Before joining Eaton, Mr. Staubach was the Vice President of Marketing for Buxton, Inc. Mr. Staubach has a degree from Boston University in Marketing and has studied Law at Gutenberg University in Germany.



B. THOMAS BESSEY
*Vice President Operations—
Duo Tang*

Mr. Bessey joins Sheaffer Eaton, after serving as the Vice President Operations—Duo Tang since 1973. Mr. Bessey started as a management trainee with the Ellingsworth Operation in 1959 and since that time has been Assistant to the Vice President, Plant Manager and Director of Manufacturing. Mr. Bessey has done extensive work at Michigan Technical University, Purdue University and Western Michigan University.



JAMES W. THOMAS
*Vice President Operations—
International*

Mr. Thomas brings to the Sheaffer Eaton family, more than eight years of experience with the Sheaffer Pen Company. Mr. Thomas was the Vice President of Marketing at the time of the merger, before that had served as Director of Merchandising and Promotion, as well as General Sales Manager. Mr. Thomas holds a degree in Marketing Management from the University of Illinois.

ON THE ROAD



Transnational Meeting 1976 . . . Seated from L to R: Jim Thomas, Terrance Frost, Willem Adams, Bill Gardner, Peter Kibble, Louis S. Bishop, Richard P. Canella. Standing from L to R: John Anderson, Robert Bailey, Karl Dinnauer, John Von Speyr, Roger Turcotte, Bernie McCauley, Bob Straetz, Charles Rupert, Burton S. Massie, Ron Walls, Charles Decis, Ray Bailey, Dave Roberson.



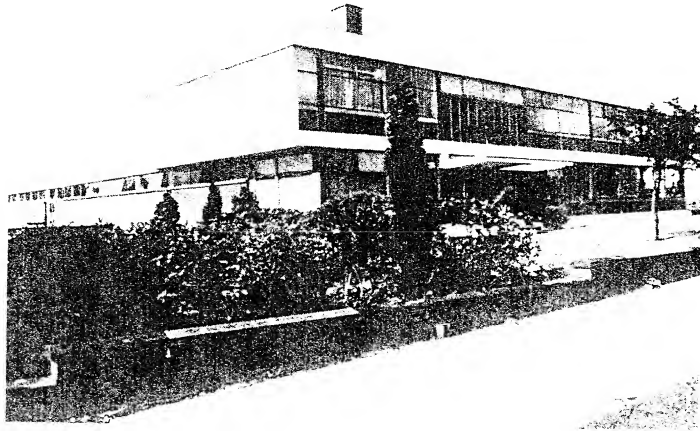
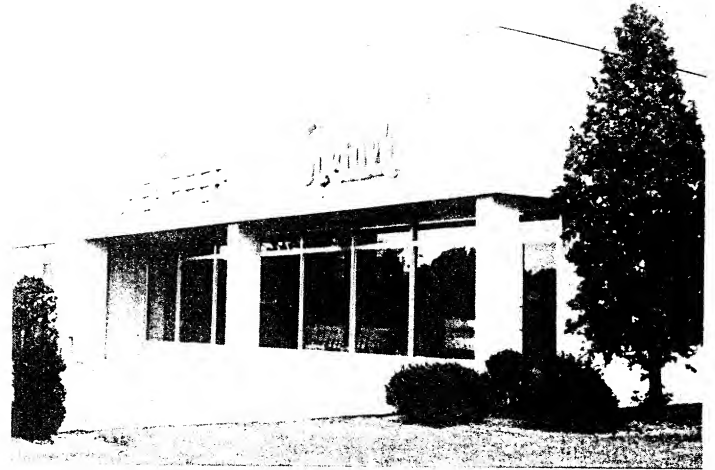
SHEAFFER AUSTRALIA Croydon, Victoria

Croydon, Victoria is a suburb of the larger metropolitan center of Melbourne. Sheaffer Australia assembles and distributes Sheaffer writing instruments within Australia and Southeast Asia, besides serving as a distributor for Speidel products. Sheaffer Australia currently employs approximately 150 people.

ON THE ROAD

SHEAFFER CANADA Goderich, Ontario

Goderich, Ontario is a small community located approximately 150 miles northwest of Toronto. Sheaffer Canada employs 85 people and serves as an assembly and distribution center for not only Sheaffer writing instruments, but also distributes Speidel products to our Canadian customers.



SHEAFFER ENGLAND Hemel Hempstead

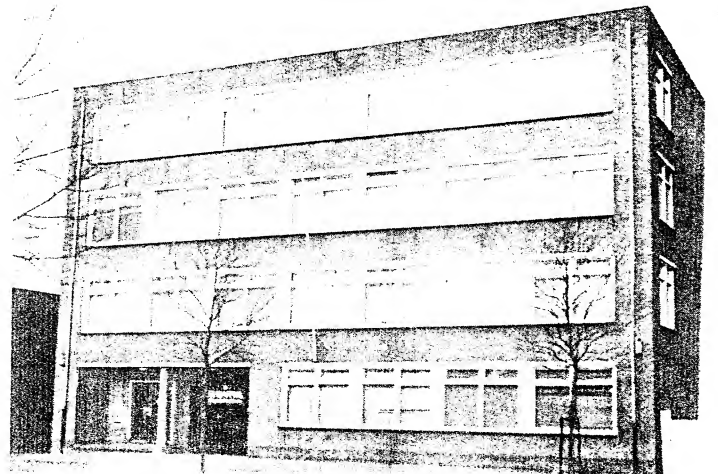
Hemel Hempstead is an industrial area approximately 30 miles northwest of London. The England Operation assembles and distributes Sheaffer writing instruments throughout the British Isles. Sheaffer England employs more than 160 people.

SHEAFFER ATLANTIC (Not pictured) Hemel Hempstead

Sheaffer Atlantic is located adjacent to our Sheaffer England facility in Hemel Hempstead. Sheaffer Atlantic is a marketing operation responsible for the marketing and selling function for companies located in Europe, the Middle East and Africa.

SHEAFFER NETHERLANDS The Hague, Netherlands

Sheaffer Netherlands is a distribution operation for Sheaffer writing instruments within the Netherlands. Sheaffer Netherlands currently employs 5 people.



INTERVIEW



"WE'LL ALWAYS BE COMPETITIVE WITHIN COMPARABLE JOBS AROUND THE AREA . . ."

RICHARD P. CANELLA

Dick Canella grew up in Burlington, Iowa, and attended the University of Iowa majoring in Business Administration and Accounting. After his graduation in 1946, immediately went to work for the W. A. Sheaffer Pen Company as a timekeeper. It was during this time that Mr. Canella met his future wife Kathleen, a Sheaffer secretary in the Gold Nib Department. Throughout his career at Sheaffer, Mr. Canella has been the Manager of the Cost Accounting Department, Controller, Assistant to the Administrative Vice President, Treasurer, Vice President and Controller and Vice President of Administration. In March 1976, Mr. Canella was named the Vice President — Operations for the Sheaffer Division of Sheaffer Eaton.

Q. What was the initial attraction for you to come to Sheaffer?

A. I was raised in a small town and wanted to stay in a small town. It was a rare opportunity to have a chance to live and work in a small town, yet work for a company with international stature. To me, that was a very challenging opportunity.

Q. What was it really like to work for Sheaffer Pen in the 1950's?

A. I think it was a great company to work for; the company was going through growth. They were expanding into the export market; facilities were set up in Brazil and Argentina. We expanded our operations in England, Canada and Australia. We did some diversifications with a hearing aid company. It was a very exciting period. I think the decisions made in those days is the reason we're here today. We had good management, very concerned about their employees. It was a different environment in those days. I think you have a much more difficult time to manage a business today because of the inflationary pressures and government regulations. I think many of the things you could do in those days, can't be done today.

Q. Some employees feel the sale of Sheaffer to Textron made them lose a great deal. What do you think?

A. I would be inclined to say just the reverse is true. Obviously there are certain things that went by the wayside, but in my opinion the sale of Sheaffer to Textron was necessary to maintain a strong viable company.

Q. Why was Sheaffer sold to Textron?

A. Sheaffer was losing its position in the marketplace, our sales were on the downward trend and

our costs were raising up. In a few years Sheaffer would not have had the financial strength to recover. Our merger with Textron was a very fine business decision, as it gave Sheaffer the time needed to turn itself around. Frankly we're just starting to come out of it. We're an emerging company.



"WE'RE AN INTERNATIONAL COMPANY AND WE CAN'T SIT HERE IN FORT MADISON AND LET THE WORLD GO BY . . ."

Q. Is that why there seems to be a big push to get younger people into management?

A. The future of this company is in the hands of the young people. I think the opportunity for a person in their late 20's and early 30's with the programs that we have indicates that we're willing to make this effort to develop them. Ten years go by pretty fast. I won't be here ten years from now and some younger person will have to take my position. We have other key

people in the company that in five to ten years will be retired.

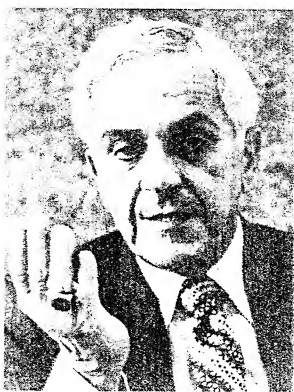
We've got to have trained, experienced people to replace those people. There isn't anything more important to Sheaffer than our people and the development of our people. They are our biggest asset.

Q. That's fine for people in the office, but what can you tell a person who wants to work in the factory?

A. We have plans for the development of people, training programs to help them advance within the ranks of Sheaffer. We offer educational programs and we intend to accelerate that type of program. They will not only be working for a company that has growth, but has their welfare in sight and we'll try to help them into management development programs, particularly if they show themselves willing to work. Our working conditions are fantastically good compared to many industries. A bright young person who wants to get ahead has that opportunity.

Q. Do you feel Sheaffer offers a competitive salary for jobs?

A. You can only afford to pay what your competition pays and I mean within your industry. We'll always be competitive within comparable jobs around the area and I can say we are competitive within the industry.



"I DON'T THINK PEOPLE REALIZE THAT WE HAVE MORE STABLE EMPLOYMENT THAN WE'VE EVER HAD . . ."

Q. Are we in a period now of peak employment for Sheaffer?

A. I don't think people realize that we have more stable employment than we've ever had in the history of the company. It's basically because of our increased overseas business, we're not as seasonal as we used to be. We used to have two seasons in this business, March, April, May . . . and September, October, November . . . and then drop

off. Due to certain changes which have taken place in the marketplace, we won't shut down in July this year and won't shut down two weeks in December. You're always going to have a little fluctuation, some of the temporary layoffs we're having right now is because we have worked off the backlog developed during the strike. It's now starting to peak its proper level and I don't see any big changes in the immediate future.

Q. Even with the merger of Sheaffer and Eaton?

A. There is no compatibility whatsoever from a manufacturing standpoint. I think the merger worries a number of people who feel the manufacturing will be changed. There's just no compatibility at all, in my judgement the merger will bring increased job opportunity, increased job security and will accelerate our growth in Fort Madison.

Q. How good will the growth be?

A. I think Textron is going to be surprised. I personally did substantial work on this merger and that's why I'm convinced about it. I don't see any great benefits in the first or second year. I think the real benefits will come from the third year on out.



"I THINK TEXTRON IS GOING TO BE SURPRISED . . ."

Q. Does this mean you'll change your type of management because you're the Number One man in Fort Madison?

A. I don't think I'm tough to work for. I think my style of management is to have as many decisions as possible at the lowest level. I don't want all the problems coming up to me,

I want my people to make decisions. I can be tough; I don't like surprises; I do like to listen; I don't have set ideas and I want the input from the people around me. I can only be successful and the company can only be successful, if I have good people who can make their own decisions.

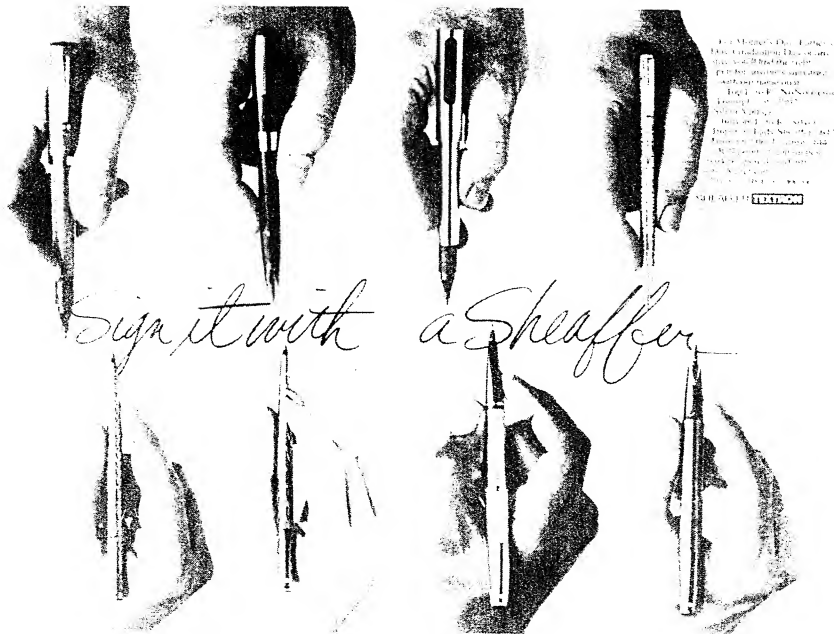
Q. Is that abandoning the open door policy of the past?

A. No, but it does mean that I expect most decisions to be made at the source. Actually I can't be atune to 1500 employees and their personal problems.

Q. You sound like someone who is very happy at what he does . . .

A. I can only say that being the Vice President—Operations of Sheaffer is the ultimate job. I can think of nothing I would rather do than be a part of top management in the Fort Madison operation. To me that's success and I love this company.


ADVERTISING



Sheaffer's advertising campaign for 1976 keynotes "... signs it with a Sheaffer ..." ads in *People*, *Newsweek* and *Reader's Digest*. Included among the celebrities promoting Sheaffer are Broadway star Gwen Verdon, former baseball great Willie Mays and quarterback of the World Champion Pittsburgh Steelers' Terry Bradshaw. Doyle Dane Bernbach, Sheaffer's advertising agency in New York, claims the ads will be seen by more than forty million Americans each month and hopes "... signs it with a Sheaffer" becomes a household phrase ... we hope so too.

... signs it
with a Sheaffer

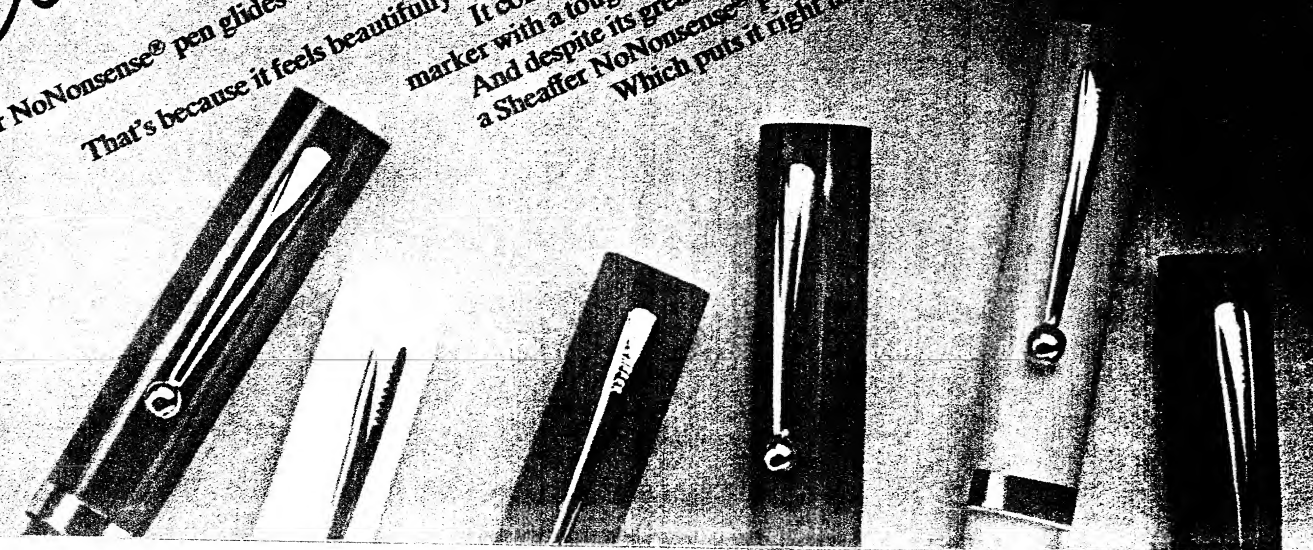
The famous Sheaffer Silver Imperial has made appearances all over the globe. Impressive even to the toughest critics. This state-of-the-art talented performer is equally market as the "Looking Up" ballpoint pen. And no matter what role the Silver Imperial takes, you can expect a very long run of great performances.



Willie Mays

Signs it
with a Sheaffer

A Sheaffer NoNonsense[®] pen glides over your paper like a home run ball going over the fence.
That's because it feels beautifully balanced to both righties and lefties.
It comes as a ball-point, fountain, or marker with a tough Tektor[™] tip. All righties.
And despite its great all-round performance, a Sheaffer NoNonsense[®] pen costs only \$1.99.
Which puts it right in your hand.

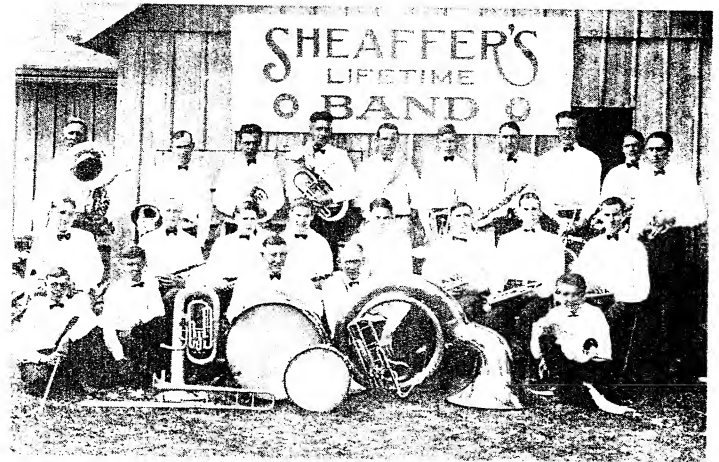


NOSTALGIA



Sheaffer's offices and plant facilities have changed a great deal since this picture was taken in late February of 1916. In the good old days air conditioning meant opening your window and then hoping for a nice breeze off the Mississippi. If you think driving to work is a problem now, note the condition of the streets then.

Music makes the world go round and even your parents and grandparents enjoyed a good song when they heard it. The Sheaffer Lifetime Band was the Chicago or Bachman Turner Overdrive of its day, and it was so good, that often the musical group appeared in other states and walked off with the top awards in musical contests. We're told the Sheaffer Band got the name 'Lifetime' from a listener who said that's how long it would take to forget their sound.



Summertime in Iowa means taking your favorite girl and going on a picnic, but before you think the back to nature idea is new you might check out what a Sheaffer employee picnic was like more than 50 years ago. The long skirts were definitely in for women and a man wouldn't be caught dead, not wearing the latest handpainted tie. Way it looks, things really haven't changed much.

PEOPLE

ANNIVERSARIES WITH SHEAFFER

The following list is employees having recent anniversaries with the Sheaffer Operation in Fort Madison:

40 YEARS:

Jack B. Finley

35 YEARS:

Charles E. Bertlshofer
Ivan C. Covington
Ruth E. Bywater
Walter J. Rippenkroeger
Robert W. Sanders
Alfred B. Krogmeier
Frank O. Lowery, Jr.
Thomas E. Gilman
Dorothy L. Hart
William S. Baker
Harold W. Lightfoot
Joe A. Harris, Jr.
Wayne G. Hughes
John V. Azinger

30 YEARS:


William J. Wigenjost
Robert L. Gibbs
Norman J. Hatala
Violet J. Hirschler
Clifford B. Gray
Amanda M. Ward
Monta M. Ward
Clarence F. Weillbrenner
Forrest H. Ketcham
Clara R. Jameson
Herbert E. Halferty
Stacy P. Sommers
Oscar C. Schillier
Wilma R. Cummings
Gerard E. Hobbs
Irene L. Hamman
Thomas E. Laughlin
Frances Humphrey
Wilma E. Adkins
George D. Biggs
John V. Mansheim
Charles J. Rupert

25 YEARS:

Arthur M. Peitz
Alva R. Rudd
Paul E. Wilmesmeier, Jr.

RETIREMENTS

Hazel E. Ballard, Skrip. after 20 years of service
Irene Helling, Service, after 38 years of service
Lorraine J. Kerns, Pen Point, after 40 years of service
Mae S. Linch, Pen Point, after 25 years of service
Genevieve Litvay, Office Services, after 25 years of service
Ida M. Losey, Pen Point, after 15 years of service
Gertrude M. Rand, Plastic Fab. after 14 years of service
Ralph A. Reid, Pen Point, after 33 years of service
Ruth Schlegel, Service, after 34 years of service
Loretta C. Schulte, Ballpoint, after 29 years of service
Amanda M. Ward, Pen Point, after 30 years of service



IN MEMORIAL

Ralph Gibbs, Stock and Warehouse Department, after 32 years of service
Alonzo Tucker, Plating Department, after 22 years of service
Betty M. Ward, Plastic Fab Department, after 9 years of service
James W. Beers, NoNonsense Department, after 8 months of service
W. Duff Edlen, retired in 1964, after 39 years of service
Hunter Farnsworth, retired in 1962, after 36 years of service
John H. Kaylor, retired in 1959, after 13 years of service
Dennis H. Moline, retired in 1969, after 24 years of service
Charles P. Nicolai, retired in 1959, after 30 years of service
Louis E. Pogge, retired in 1961, after 41 years of service
Harry Spencer, retired in 1966, after 39 years of service
Chris F. Schulte, retired in 1961, after 40 years of service
J. Robert Schroeder, retired in 1962, after 18 years of service
Mildred Zimmerman, retired in 1959, after 42 years of service

Big Business Demands SHEAFFER'S PEN

Self Filling Self Cleaning Non Leakable

—because it embodies *all* the essential features of a *Self Filling* Fountain Pen. Instant service. Steady, reliable ink flow. Speed and ease from start to finish. Absolute freedom from ink-spilling—carried in any position.

SHEAFFER'S Pen puts *brains* in your hand. It is built for the man or woman who has no time to waste. It is the pen of Big Business. And the pen of Big Business is the pen for Everybody.

SHEAFFER'S Fountain Pen fills instantly from any ink well with one touch of the finger. Cleans automatically when filling. Has a smooth, clear surface without lumps or burtons. *SHEAFFER'S Pen is your pen—without a doubt.*

W. A. Sheaffer Pen Co., Fort Madison, Iowa.

Sold by all Leading Dealers \$2.50 Up.

SHEAFFER'S GUARANTEE

Have your dealer *fit your hand* with SHEAFFER'S Fountain Pen. If it fails to suit you, he will refund your money without question.

Self Filling
Self Cleaning
Non Leakable



New York

Chicago

Kansas City

Fort Madison

THE ORIGINAL SHEAFFER PEN AD
SATURDAY EVENING POST September 27, 1914